

# OUTLOOK

July 25, 1988

## New UM System Replaces Former Five-Campus University of Maryland

July 1 marked the end of one era in public higher education in the State of Maryland and the dawn of another.

As the result of the passage by the State Legislature in April of Senate Bill 459, the 1988 Action Plan for Higher Education, the five campuses comprising the former University of Maryland have now merged with the six institutions of the Maryland Board of Trustees of State Universities and Colleges. Created by the merger is the new University of Maryland System that was officially born on July 1.

The new System is headed by former UM President John S. Toll who becomes System chancellor. Each of the 11 institutions in the

System now is headed by a President, or in the case of UMCP, by Acting President William E. Kirwan.

The six institutions that merged with UMCP, UMAB, UMBC, UMES, and UMUC to form the new University of Maryland System are: Bowie State U., Coppin State College, Frostburg State U., Salisbury State U., Towson State U., and the U. of Baltimore.

As part of the higher education reorganization, on July 11 Gov. William Donald Schaefer appointed two new groups to lead the State's higher education community. Listed on page two of *Outlook* are names of the 15-member Board of Regents that

will govern the UM System and the 12-member Maryland Higher Education Commission (MHEC), the State's new higher education coordinating board.

The Governor will appoint a student as a voting member of the Board of Regents for a one-year term and a non-voting student member to MHEC. ■

## UMCP Appoints Undergraduate Studies and Human Ecology Deans

Two women recently were appointed as UMCP deans. They are the first women to hold the position of dean since UMCP reorganized two year ago from the divisional system headed by provosts to the college/school system headed by deans.

Kathryn Jagow Mohrman was selected as the new Dean for Undergraduate Studies and began her new job on July 11. Laura Sims became the new Dean for the College of Human Ecology on July 15.

"We are extremely fortunate to have a person of the caliber of Dr. Mohrman take over the helm of our undergraduate studies program at this time," says Acting President William E. Kirwan. "And we are doubly pleased to announce the appointment of a second woman to a dean's position, as well. Dr. Sims is exceptionally well-qualified to head our College of Human Ecology. She has significant administrative experience with a top government agency and many excellent publications to her credit."



Laura Sims

she has taught public policy courses at Brown University, George Washington University and Georgetown University.

Mohrman received her bachelor's degree in history in 1967 from Grinnell College, where she has served on the Board of Trustees since 1980. She received her master's degree in American history from the University of Wisconsin, Madison in 1969 and her PhD in public policy from George Washington University in 1982.

Sims comes from the U.S. Department of Agriculture where she was Administrator of the Human Nutrition News Service since 1986. She headed an agency with an annual budget of \$12 million and supervised a staff of 95.

Previously, Sims was on the faculty of The Pennsylvania State University, College of Human Development for 10 years, where she moved through the professorial ranks. During that time, she was program coordinator for the M.S. program leading to a degree in Nutrition in Public Health.

Sims received her bachelor of science degree "with highest distinction" in foods and nutrition and home economics education from Penn State in 1965. She received her master of public health degree in 1967 from the University of Michigan at Ann Arbor and her PhD in human nutrition from Michigan State University in 1971. ■



Kathryn Mohrman

Mohrman comes to College Park from Brown University where she was Associate Dean of the College, and from The Brookings Institution, where she has been a Guest Scholar since 1986.

From 1975 to 1983, Mohrman was a member of the senior executive staff of the Association of American Colleges where she promoted liberal education and was responsible for governmental relations. Since 1984,

## The Next Step—An Interview with Acting President William E. Kirwan

Recently, *Outlook* editor Roz Hiebert talked with Acting President William E. Kirwan about future directions for College Park now that the new UM System has become a reality.

**Q. You've been planning the transition to the new UM System for some time. Are there some issues that have gone differently from what you expected?**

**A.** Not at this time, but some very crucial meetings are taking place. One was the recent retreat that brought together all the presidents of the System for the first time. The main agenda was the authorities of the presidents. This was the first time there had been an in-depth discussion of what these authorities might be. These discussions should lead to important policy proposals to the new Board of Regents.

**Q. A key word in discussing policies for the System seems to be decentralization. Can you comment on this concept?**

**A.** The enactment of Senate Bill 459 requires a fundamental restructuring of the governance and management of the institutions making up the new UM System. For the first time, the differing functions of the Regents, the System chancellor and each institution's president are established by law, rather than by administrative delegation. In particular, the administrative authority of the president represents a significant departure from the management practices of the former UM campuses.

The General Assembly clearly intended that there be a highly decentralized system with substantial institutional operational authority residing in institution presidents.

In practice, the degree of decentralization will depend upon the conceptual basis upon which the System is built. Is it going to be a federation of constituent institutions or a single university with multi campuses? If it is the latter, it will tend to be a much more centralized operation. If it is the former, it will tend to be a much more decentralized operation.

**Q. Which does College Park prefer?**

**A.** We want a decentralized System.

**Q. Why?**

**A.** College Park believes that it fully capable of managing its own affairs. Over-centralization can impede progress. As a campus, we want to be given the authority and the responsibility for developing this institution. Of course, with this authority and responsibility, we must be willing to accept accountability for our actions and for the pace of our progress toward excellence.

**Q. What are some issues that you feel the presidents should examine in the near future?**

**A.** We will be discussing a number of issues in order to establish the basis for institutional operations. Some of these issues will include:  
—Missions and goals: the bill provides

*continued on page 3.*



## OUTLOOK

### Human Relations Awards

In June, the Office of Human Relations Programs, led by Acting Director Gladys Brown, presented appreciation plaques to the Vice Chancellors for Academic Affairs, Student Affairs, and Administrative Affairs; the Equity Administrators of the respective offices; the College of Physical Education Recreation and Health; Records and Registrations; Of-

fice of Environmental Safety; and Office of Personnel Classification. They received plaques for their outstanding support of 1987-1988 "Human Relations Skills Development Workshop" series for classified employees.



(From L to R) Sharon Fries, Gloria Bouls, Gladys Brown, William Thomas, Jr.



(From L to R) Gladys Brown, William Kirwan, Marie Davidson, William Spann, Lynnette Overby

## Governor Appoints New Regents and Higher Ed Commission

### UM Board of Regents

**Margaret Alton**, Chairman of Citibank (Maryland), N.S., is a graduate of Connecticut College (Baltimore City); **Richard O. Berndt, Esq.**, Managing Partner of Gallagher, Evelius & Jones. He is a graduate of Villanova University and The University of Maryland School of Law. He also holds a master's degree from The Johns Hopkins University (Baltimore City); **Robert R. Blunt**, Chief Executive Officer of the Essex Construction Corporation. He is a retired Major General, U.S. Army Corps of Engineers. He is a graduate of the U.S. Military Academy at West Point, and holds master's degrees in Civil and Nuclear Engineering from the Massachusetts Institute of Technology (Montgomery County); **Henry R. Lord**, Partner with the law firm of Piper & Marbury. He is a former Deputy Attorney General for the State of Maryland and a graduate of Princeton University and the University of Virginia Law School (Baltimore County); and **George V. McGowan**, Chairman and Chief Executive Officer of The Baltimore Gas & Electric Company and Chairman of the Board and Director of Constellation Holdings, Inc., a wholly-owned subsidiary of BG&E. He is a graduate of The University of Maryland (Anne Arundel County).

Also, **Peter F. O'Malley, Esq.**, Managing Partner of O'Malley, Miles & Harrell. He is a graduate of Mount Saint Mary's College and the Georgetown University Law Center.

From June 1975 to June 1983, he served on the Board of Regents of the University of Maryland, and served as Chairman for three years (Prince George's County); **The Honorable Benjamin L. Brown**, General Counsel and Executive Director of the National Institute of Municipal Law Officers. Judge Brown was Solicitor for the City of Baltimore and is a former Associate Judge of the District Court of Maryland. He is a graduate of The University of Maryland School of Law (Baltimore County); **Charles W. Cole, Jr.**, President and Chief Executive Officer of First National Bank/First Maryland Bancorp. He is a graduate of Washington and Lee University and The University of Maryland School of Law (Baltimore County); **Iona Modley Hogan, Esq.**, Partner in the law firm of Hogan & Hogan. Mrs. Hogan is a graduate of George Washington University and the Georgetown University Law Center (Frederick County); **Ann R. Hull**, member of the Maryland House of Delegates from 1966 to 1978 and former Executive Assistant to Governor Harry Hughes. From August 1983 to June 1988, she served on the Board of Trustees of State Universities and Colleges, holding the position of Vice Chair (Anne Arundel and Prince George's Counties); **Thomas J. Owen**, Chairman and Chief Executive Officer of Perpetual Savings Bank, F.S.B. A graduate of Williams College, he currently serves on the Board of Trustees of George Washington University (Montgomery County); **Constance M. Unseld**, owner and operator of the Unseld School, a private elementary school in Baltimore. Mrs. Unseld received her degree in elementary education from the University of Louisville and holds a master's degree in Early Childhood Education from Towson State University (Baltimore County); **John W.T. Webb, Esq.**, Partner in the law firm of Webb, Burnett, Jackson, Cornbrooks & Wilber. Mr. Webb is a graduate of Williams College and the Harvard Law School (Wicomico County); **Dr. Albert N. Whiting**, Chancellor Emeritus of North Carolina Central University and former Dean of Morgan State College. He is a graduate of Amherst College and Fisk University and received his doctorate from The American University (Howard County); and **George F. Will**, syndicated columnist and contributing editor for *Newsweek* magazine. He is a graduate of Trinity University (Montgomery County). ■

### Maryland Higher Education Commission

**J. Henry Butta**, Chairman, President of The Chesapeake and Potomac Telephone Company of Maryland (Anne Arundel County); **The Honorable J. Glenn Beall, Jr.**, Chairman and Chief Executive Officer of The BGS&G Companies, Inc., an insurance and financial services firm, former U.S. Senator who served as the ranking minority member on the Senate's Education Subcommittee (Allegany County); **Barrie G. Christman**, Chairman, Chief Executive Officer and President of Mellon Bank (Maryland) (Montgomery County); **Benjamin R. Civiletti, Esq.**, Managing Partner of Venable, Baetjer, Howard & Civiletti. (He has resigned from the commission due to possible conflict of interest.) **Frank J. De Francis**, Chairman

of the Board and President of Laurel Racing Association (Howard County); **Willard Hackerman**, President of The Whiting-Turner Contracting Company and other companies (Baltimore County); **Elmer B. Kaelin**, President of The Potomac Edison Company (Washington County); **Quentin R. Lawson**, Executive Director of the National Forum for Black Public Administrators (Baltimore County); **Osborne A. Payne**, President of Broadway-Payne (Baltimore County); **Constance Cornell Stuart**, Special Assistant to the Assistant Secretary for International Affairs, U.S. Department of Energy (Charles County); and **Albert W. Turner**, Co-founder and Senior Partner of Carrollton Enterprises in Beltsville (Prince George's County). ■

## Search Underway for UMCP President

Ads have now appeared in the *New York Times* and *Chronicle for Higher Education* signifying that the nationwide search for a UMCP president has begun.

R. Lee Hornbake, UM Vice President for Academic Affairs Emeritus who chairs the search committee, says that the committee held its first meeting on June 17 and will continue meeting monthly until September when the meeting agenda will be stepped up.

The job description calls for applications and nominations by Oct. 1, 1988, but those arriving after that date may be considered if received before the Search committee's final report is submitted. The appointment will be effective at a mutually convenient date during 1989.

In addition to the ad, letters inviting nominations have been sent to all Association of American Universities (AAU) members, National Assn. of State Universities and Land-Grant Colleges (NASULGC) members, and major black and women's institutions of higher education, says Hornbake.

"We anticipate that we will have a good response almost immediately," says Hornbake, who has participated in about 40 searches for the university, including the searches for former Chancellors Robert Gluckstern (UMCP), Albert Farmer (UMAB), and John Dorsey (UMBC).

The following are members of the search committee: William D. Brad-

ford, Professor, College of Business and Management (UMCP); Rita R. Colwell, Director, Maryland Biotechnology Institute and Professor of Microbiology (UM System); John M. Dennis, Vice President and Dean, School of Medicine (UMAB); George E. Dieter, Jr., Dean and Professor of Engineering (UMCP); Richard T. Farrell, Chairman-Elect of the Campus Senate, Associate Professor, Dept. of History (UMCP); Walter V. Hohenstein, Director of Articulation (UM System); John L. Howarth, Professor and Director of the General Honors Program (UMCP); Catherine M. Kelleher, Professor, School of Public Affairs (UMCP); Sarah Rose-Anne Linde, Undergraduate Student in Biology (Pre-medical)(UMCP); Tobias Linden, President, Graduate Student Association and Graduate Student in Philosophy (UMCP); Chuan Sheng Liu, Professor and Chairman, Dept. of Physics and Astronomy (UMCP); David Miller, President, The University of Maryland Alumni Association-International; Robert W. Ridky, Associate Professor, Dept. of Geology (UMCP); Samuel Schoenbaum, Distinguished Professor, Dept. of English (UMCP); Kathe Munz Shinham, Associate Comptroller (UMCP); William L. Thomas, Jr., Vice President for Student Affairs (UMCP); and Erytheia A. Wilkes, Assistant Manager of Employee Relations (UMCP). ■

## OUTLOOK

**Outlook** is published weekly during the academic year by the Office of Institutional Advancement for the faculty and staff of The University of Maryland College Park Campus.

**A.H. Edwards**, Vice Chancellor for Institutional Advancement  
**Roz Hiebert**, Director of Public Information & Editor  
**Linda Freeman**, Production Editor  
**Jan Barkley**, **Brian Busek**, **Tom Otwell**, Staff Writers

**Maria Sese**, Design & Coordination  
**Stephen A. Darrou**, Design & Production  
**John T. Consoli**, Design & Production  
**Paul Cofrancesco**, Student Intern  
**Al Danegger**, **Larry Crouse**,  
**Diane Guthrie**, Contributing Photography

Letters to the editor, story suggestions, campus information and calendar items are welcome. Send to Roz Hiebert, Editor **OUTLOOK**, 2101 Turner Building, through campus mail or to The University of Maryland, College Park, MD 20742. Our telephone number is (301) 454-5335.





# Goldstein Named Acting VP for Academic Affairs

OUTLOOK

Acting President William E. Kirwan will select Irwin L. Goldstein to step into the post of Acting Vice President for Academic Affairs and Provost. Goldstein, UMCP professor and chair of the psychology department, will formally assume the position on August 1.

Goldstein, 50, has been a member of the UMCP faculty for 28 years. He has been professor and chair of the psychology department since 1981, with the exception of 1983-84 when

he held the job of acting dean for graduate studies and research for a year. He has been chair or a member of numerous campus curricula, budget, policy and planning committees and task forces, and also has been a member of the Campus Senate almost every year since 1971.

He holds a bachelor's degree in psychology from City College of New York (1959), and a master's degree (1962) and PhD (1964) from the University of Maryland. ■



## Future Directions for College Park

*continued from page 1*

that each president is responsible for the development of a plan of institutional mission, goals, priorities and a set of peer institutions. The presidents will submit these to the Board for approval. We will need to develop a process to involve the campuses in this effort.

—Academic programs: in accordance with the bill, each president shall have the authority to develop academic programs and curtail or eliminate existing programs. Procedures will need to be developed to involve the chancellor and Board to review and take action on these plans after campus review.

—On personnel matters: as the bill specifies, each president should have authority to appoint, promote, fix salaries, grant tenure, assign duties and terminate personnel. Decisions on appointing classified, associate staff and faculty, including tenure appointments, should also take place at the institutional level. A reporting mechanism will need to be set up to notify the System Office of these actions.

—Admission, tuition and fees and financial aid policies will be set by each president, subject to guidelines established by the Board or state and federal laws. We must develop campus procedures and policies to guide these actions.

—Alumni affairs: Each institution is authorized to establish its own alumni organizations and foundations subject to Board policies. The establishment of these units will require considerable planning.

**Q. Are there other steps that you believe would help ensure a smooth transition to the new System?**

**A.** Yes. We will be considering the establishment of the Council of Presidents, as called for in the Bill. This group would provide independent advice to the Board and to the Chancellor and would be composed of presidents of constituent institutions.

**Q. Has planning for next year been held up until the new Board was announced?**

**A.** No. We're already heavily involved in planning for the FY '90 budget, the budget that will be in effect next July 1. The legislation calls for an approximate \$26 million increment for UMCP in FY '90. Unfortunately, this figure will apparently include inflationary and workload increases that are more or less mandated, along with other obligatory increases. So, the disappointing fact is that the \$26 million will be eroded by some required increments, and the actual amount of discretionary enhancement money will be relatively small in comparison to our needs.



However, we will have somewhere between \$12 and \$16 million for genuine enhancement.

**Q. Is that amount sufficient for our needs?**

**A.** No. Even that figure is really inadequate to make a substantial dent in correcting our longstanding deficiencies. For example, we will need to commit somewhere between \$2 and \$3 million to the library just to address basic needs. Replacing the computer system in the library in FY '90 will cost over \$1 million. Also costs in the publishing industry are skyrocketing. We will need \$2 to \$3 million out of the enhancement funding just to keep pace in the library.

We must view next year as just the first step of a program of longterm enhancement for UMCP. However, even with this first step we will see some real progress.

**Q. Are you optimistic concerning future enhancement funding?**

**A.** Yes. The bill says that one of the first agenda items for the Regents is to develop an enhancement plan for our institution. This is something that goes beyond the FY '90 budget. Once we get the details of the FY '90 budget in order, we will turn our full attention to developing this plan, which probably will be in the range of \$60 to \$70 million.

**Q. What are the priorities for use of this funding?**

**A.** Enhancement of faculty salaries and the library are at the top of the list. We must continue to press for a salary structure that matches the nation's best universities. And, we will not realize our aspirations as an institution unless we are able to build a really first-rate research library. In current year dollars, this will require something like an additional \$10 million to the library's present budget.

We are about to install a modern up-to-date telecommunication system. We will have the campus wired with fiber optic cable and in order to take

advantage of this system, we will have to make a major investment in workstations for faculty and staff. That is another high priority.

We are terribly deficient in support staff. As part of our enhancement plan, we will include many positions for clerical and technical staff. We need to remove some of the clerical burden from the faculty and researchers so they can devote full-time to their teaching and scholarly pursuits.

Another high priority will be to improve the operating budgets of academic units. In most cases, they are pitifully small. There's not enough travel money for faculty or for equipment. And as we increase the number of computers, we will have to have money to maintain them. So we need a major infusion of operating funds into the academic departments.

Finally, we need to be able to fund some initiatives in important programmatic areas. We've talked about this before. We must maintain and enhance our present excellent programs and we must take advantage of opportunities in the life sciences, certain professional schools, the arts, policy studies, foreign languages, and programs in the humanities.

**Q. What about totally new initiatives?**

**A.** Opportunities come along on a regular basis for establishing new centers, and we need funds for such projects. But we must be very selective. There's somewhat of a balancing act here. On the one hand, we have to recognize that to be a great university we have to be on the leading edge of important areas of activity. On the other hand, we can't do everything. But, we do need a base of money to provide strong groups with support to take advantage of unusual opportunities.

**Q. Can you identify one such initiative?**

**A.** There is a new NSF program that calls for establishing new centers in the physical sciences, somewhat like the program that created our very successful Systems Research Center in engineering. We are a finalist for a Center in Chaos, an exciting new field that involves both mathematics and physics.

**Q. What would you consider a major problem for this institution?**

**A.** Space is certainly one problem. The improvement of our facilities is at the top of the list of needs on this campus, both in terms of new facilities because we don't have an adequate number of square feet of space, but also, in the quality of our space. We have too many buildings that are thirty or forty years old and have never undergone any major

renovation. Upgrading our facilities is a necessity if this institution is going to enter the ranks of the very best universities.

**Q. How can this renovation be financed?**

**A.** Fortunately, over the past several years, we have been building a very significant facilities renewal budget. In FY '90 our facilities renewal fund will be up to about \$8 million. Our goal is \$12 million. Already we see a number of projects on campus that reflect this funding—for instance, this summer we are renovating the Recital Hall in Tawes and within the coming year Skinner will undergo a major renovation.

**Q. You've discussed short-term plans. If you look ahead ten years, what kind of institution do you see?**

**A.** I envision a university that is a magnet for the very best students coming out of Maryland's high schools, that attracts outstanding graduate students nationally, that has two dozen or more programs ranked among the very best within their respective areas in the nation. I see a university that is in many ways the nation's university in that it is the place the federal government turns to for advice in important areas. I envision a university that is responsive to the needs of the State of Maryland and is looked to by the citizens of the state with a great sense of pride. I see an institution that combines the positive features of best public institutions such as Berkeley, Michigan and Illinois and is thought of both at the undergraduate and graduate research level as being a place of exceptional quality.

**Q. You seem very optimistic.**

**A.** We have reason to feel very optimistic. Of course, much depends on whether or not the state comes through with the increased funding called for in the bill. I don't mean just the FY '90 money, but the longer range enhancement of the College Park campus. If they do, I believe our success is guaranteed.

**Q. What if they don't?**

**A.** Well, this institution has been making excellent progress over the past decade. Even if the money falls short of what we think we really need, I am certain we will continue to make good progress. If the state comes through with an infusion of enhancement money, it will occur in a relatively short period of time. If the enhancement is at a slower rate, it will just take a little longer. But I firmly believe the ultimate position of this institution among the nation's top public universities is inevitable. ■



## Alumni Association To Be Created at UMCP

Plans for establishing a campus alumni association at UMCP are being devised in response to a recent action by the System-wide Alumni Association-International. The council of the Alumni Association-International passed a resolution in June to establish a federation of alumni associations within the University of Maryland System. In the next year each institution in the System will be encouraged to create its own alumni

council and association. Leonard Raley, UMCP director of Alumni Programs, is optimistic that the campus will benefit from the new structure. "This will enable us to empower College Park alumni to work on behalf of their alma mater," he says. "An alumni association is an important organization for a university. It is the top volunteer advocacy group for an institution and is made up of people who provide invaluable advice and

guidance to their university." An active campus alumni association would be a valuable tool for legislative relations, fund-raising, student recruitment, support for academic programs and job placement, Raley says. A transition committee is being formed to recommend a structure and policies for the planned campus alumni association, he says.

## Campus Begins \$3 Million Facelift

In an effort to give UMCP a prettier face, nearly \$3 million will be spent over the next four years to renovate and refurbish outdoor spaces at a number of locations around the campus.

This summer campus plans call for the renovation of Tawes Plaza, continuing a major rehabilitation of the main campus mall, laying the groundwork for reconstruction of the Hornbake Library Mall and reshaping the North Drill Fields.

"There is a desire within the campus community to have a better looking campus. There has been tremendous support for these projects," says Dennis Nola, manager of grounds development.

Each plan is designed to create additional attractive spaces for the campus community to use and enjoy, Nola says.

A goal of the project is to create more places where people can relax and study outdoors as well as to develop more gathering places for such activities as informal artistic performances and eating. The students, staff and faculty members who work or live in the affected areas have been actively involved in planning the changes by serving on advisory committees organized by Physical Plant.

"The people who live and work in the buildings (affected) know more about them than we as planners could ever learn in a short period of time. They know what their needs are, and their involvement is crucial to these projects," Nola says.

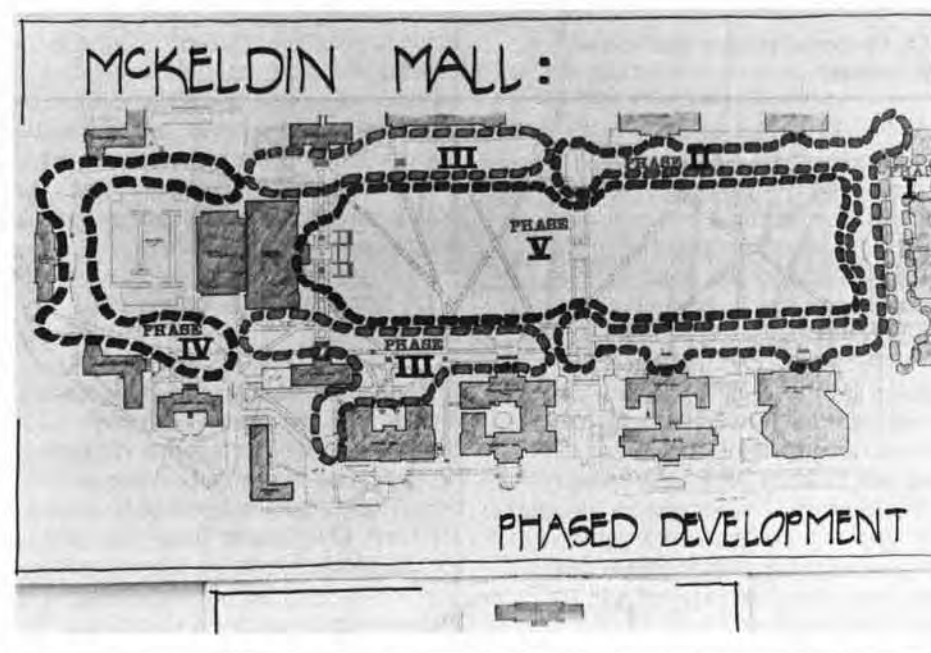
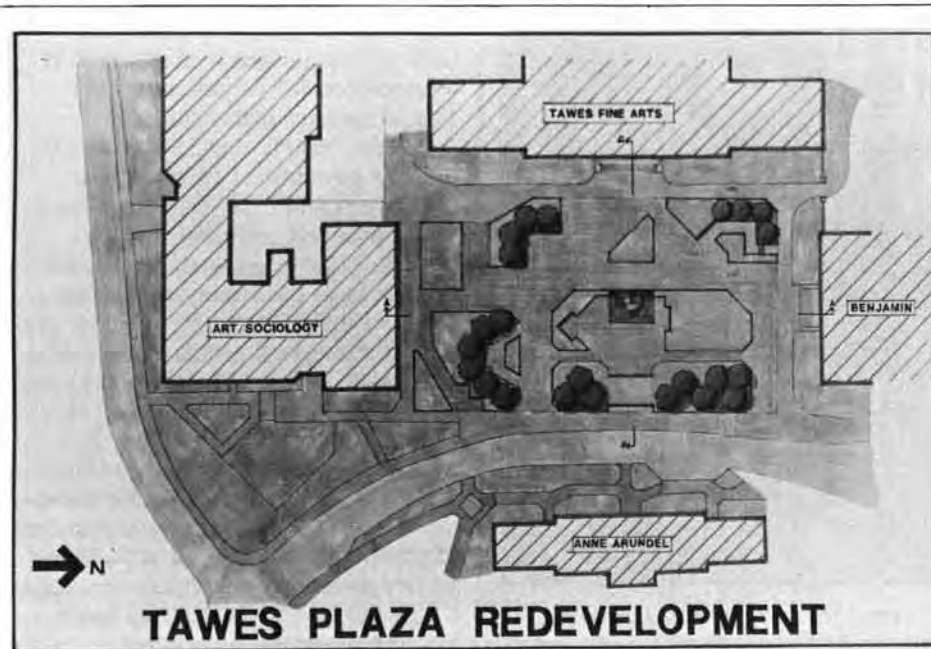
### Tawes Plaza—Fountain, Shade Trees and a Place to Perform

The most visible project this summer has been the work on Tawes Plaza. Shortly after commencement, construction crews tore out the lawns and sidewalks in the area which acts as a courtyard for the Tawes Fine Arts, the Benjamin and the Art-Sociology buildings. The work, estimated at \$250,000, should be completed by the beginning of September.

The area, formerly a large, open patch of lawn crisscrossed by a disjointed pattern of sidewalks, was a little used space, Nola says. The new plaza will have more orderly walkways and will encourage people to sit down and use more comfortable "people" spaces created within the area.

Seating areas with shade trees will be located in several sections, and near the Benjamin Building lunch time seating and an area where food can be served are expected to draw more people to the area.

The focal point or centerpiece of the plaza will be a water fountain. Pools or fountains are also planned for other campus renovations since



water is an amenity that creates a refreshing and soothing affect on an outdoor environment, Nola says.

While the major Tawes Plaza renovation is expected to be completed this summer, planners would like to continue beautifying the area.

As part of this plan, they are developing a proposal to close Campus Drive between the Benjamin Building and Preinkert Hall as a way to tie the Tawes Plaza together with the courtyard of Anne Arundel Hall. Such a move would force Campus Drive traffic to be rerouted to the northeast side of Tawes. In addition, they would like to create a staging area for outdoor performances in the sculpture garden near the Art-Sociology Building.

These plans will be formally proposed to the campus finance committee later this year.

### Reshaping the Main Mall

The largest project underway this summer is the five-year renovation of the campus mall. Now in its second year, the \$1.3 million project will

polish and reshape the most prominent open space on the College Park Campus.

This summer, renovation work is concentrated on the lower end of the mall near the Main Administration Building. Workers will repair sidewalks and widen main walks on either side of the mall, enlarging them by one to two feet. The drainage system will be cleaned and repaired, additional trees will be planted and improvements will be made in the lighting system.

"A good portion of what we do this summer will not be seen," Nola says.

Improvements completed last summer went largely unseen. Repairs were made to gas lines and sewers along with restructuring of the curb and gutter and parking lots near the Main Administration Building.

Next summer, the more noticeable and dramatic changes will begin, Nola says.

The area surrounding the sun dial in the center of the mall will be enlarged. Electrical power will be in-

stalled there to create a convenient staging area for special events. The two courtyard areas on either side of the mall will contain added seating.

Water will be added to the lower part of the mall in the form of fountains or a reflecting pool. The walkways currently crossing the mall will be re-routed in more systematic fashion. The upper part of the mall will receive new plantings of trees along the main walkway on either side of the mall—an eventual goal is to create a grand, tree-lined walkway from the Main Administration Building to Tawes.

Despite these additions and renovations, the mall will remain an area open to freewheeling types of play such as frisbee games.

"We want to encourage that type of activity—that's what a mall is for," Nola says.

Renovation will continue on the mall during each of the next three summers, Nola says. In each phase of the project, work will begin after commencement and should be completed by the time classes start in the fall.

### Hornbake Library Plaza—Creating More "People" Space

Workers will patch loose blocks of concrete on the Hornbake Library mall this summer as a stopgap measure before the main part of a \$1.1 million renovation begins next summer.

"We're concentrating on the areas that present the greatest safety problems right now. It's going to look like a bunch of patches this year, but next summer we'll go back to that location and get going on what I think has the potential to be the most attractive closed space on the campus," Nola says.

The plaza will be entirely resurfaced with interlocking concrete blocks designed to prevent the problems with breakage that have occurred on the current surface. Seating and plants will be added, along with a water fountain.

"It's not much of a people space right now," Nola says, "but it will be after next year."

### North Drill Fields—Better Space for Team Sports

The North Drill Fields are being shaped into softball diamonds this summer. Workers are leveling the surface and landscaping four diamonds complete with benches, fences and backstops in the grassy area off Route 1. The project also includes the installation of better drainage and irrigation systems to keep the new fields in shape.

The work will cost \$300,000 and will be completed by early September, Nola says. ■



# OUTLOOK

The University of Maryland College Park

July 25, 1988

## New UM System Replaces Former Five-Campus University of Maryland

July 1 marked the end of one era in public higher education in the State of Maryland and the dawn of another.

As the result of the passage by the State Legislature in April of Senate Bill 459, the 1988 Action Plan for Higher Education, the five campuses comprising the former University of Maryland have now merged with the six institutions of the Maryland Board of Trustees of State Universities and Colleges. Created by the merger is the new University of Maryland System that was officially born on July 1.

The new System is headed by former UM President John S. Toll who becomes System chancellor. Each of the 11 institutions in the

System now is headed by a President, or in the case of UMCP, by Acting President William E. Kirwan.

The six institutions that merged with UMCP, UMAB, UMBC, UMES, and UMUC to form the new University of Maryland System are: Bowie State U., Coppin State College, Frostburg State U., Salisbury State U., Towson State U., and the U. of Baltimore.

As part of the higher education reorganization, on July 11 Gov. William Donald Schaefer appointed two new groups to lead the State's higher education community. Listed on page two of *Outlook* are names of the 15-member Board of Regents that

will govern the UM System and the 12-member Maryland Higher Education Commission (MHEC), the State's new higher education coordinating board.

The Governor will appoint a student as a voting member of the Board of Regents for a one-year term and a non-voting student member to MHEC. ■

### The Next Step—An Interview with Acting President William E. Kirwan

Recently, *Outlook* editor Roz Hiebert talked with Acting President William E. Kirwan about future directions for College Park now that the new UM System has become a reality.

**Q. You've been planning the transition to the new UM System for some time. Are there some issues that have gone differently from what you expected?**

**A.** Not at this time, but some very crucial meetings are taking place. One was the recent retreat that brought together all the presidents of the System for the first time. The main agenda was the authorities of the presidents. This was the first time there had been an in-depth discussion of what these authorities might be. These discussions should lead to important policy proposals to the new Board of Regents.

**Q. A key word in discussing policies for the System seems to be decentralization. Can you comment on this concept?**

**A.** The enactment of Senate Bill 459 requires a fundamental restructuring of the governance and management of the institutions making up the new UM System. For the first time, the differing functions of the Regents, the System chancellor and each institution's president are established by law, rather than by administrative delegation. In particular, the administrative authority of the president represents a significant departure from the management practices of the former UM campuses.

The General Assembly clearly intended that there be a highly decentralized system with substantial institutional operational authority residing in institution presidents.

In practice, the degree of decentralization will depend upon the conceptual basis upon which the System is built. Is it going to be a federation of constituent institutions or a single university with multi campuses? If it is the latter, it will tend to be a much more centralized operation. If it is the former, it will tend to be a much more decentralized operation.

**Q. Which does College Park prefer?**

**A.** We want a decentralized System.

**Q. Why?**

**A.** College Park believes that it fully capable of managing its own affairs. Over-centralization can impede progress. As a campus, we want to be given the authority and the responsibility for developing this institution. Of course, with this authority and responsibility, we must be willing to accept accountability for our actions and for the pace of our progress toward excellence.

**Q. What are some issues that you feel the presidents should examine in the near future?**

**A.** We will be discussing a number of issues in order to establish the basis for institutional operations. Some of these issues will include:  
—Missions and goals: the bill provides

*continued on page 3.*

### UMCP Appoints Undergraduate Studies and Human Ecology Deans

Two women recently were appointed as UMCP deans. They are the first women to hold the position of dean since UMCP reorganized two year ago from the divisional system headed by provosts to the college/school system headed by deans.

Kathryn Jagow Mohrman was selected as the new Dean for Undergraduate Studies and began her new job on July 11. Laura Sims became the new Dean for the College of Human Ecology on July 15.

"We are extremely fortunate to have a person of the caliber of Dr. Mohrman take over the helm of our undergraduate studies program at this time," says Acting President William E. Kirwan. "And we are doubly pleased to announce the appointment of a second woman to a dean's position, as well. Dr. Sims is exceptionally well-qualified to head our College of Human Ecology. She has significant administrative experience with a top government agency and many excellent publications to her credit."



Kathryn Mohrman

Mohrman comes to College Park from Brown University where she was Associate Dean of the College, and from The Brookings Institution, where she has been a Guest Scholar since 1986.

From 1975 to 1983, Mohrman was a member of the senior executive staff of the Association of American Colleges where she promoted liberal education and was responsible for governmental relations. Since 1984,



Laura Sims

she has taught public policy courses at Brown University, George Washington University and Georgetown University.

Mohrman received her bachelor's degree in history in 1967 from Grinnell College, where she has served on the Board of Trustees since 1980. She received her master's degree in American history from the University of Wisconsin, Madison in 1969 and her PhD in public policy from George Washington University in 1982.

Sims comes from the U.S. Department of Agriculture where she was Administrator of the Human Nutrition News Service since 1986. She headed an agency with an annual budget of \$12 million and supervised a staff of 95.

Previously, Sims was on the faculty of The Pennsylvania State University, College of Human Development for 10 years, where she moved through the professorial ranks. During that time, she was program coordinator for the M.S. program leading to a degree in Nutrition in Public Health.

Sims received her bachelor of science degree "with highest distinction" in foods and nutrition and home economics education from Penn State in 1965. She received her master of public health degree in 1967 from the University of Michigan at Ann Arbor and her PhD in human nutrition from Michigan State University in 1971. ■



## OUTLOOK

### Human Relations Awards

In June, the Office of Human Relations Programs, led by Acting Director Gladys Brown, presented appreciation plaques to the Vice Chancellors for Academic Affairs, Student Affairs, and Administrative Affairs; the Equity Administrators of the respective offices; the College of Physical Education Recreation and Health; Records and Registrations; Of-

fice of Environmental Safety; and Office of Personnel Classification. They received plaques for their outstanding support of 1987-1988 "Human Relations Skills Development Workshop" series for classified employees.



(From L to R) Sharon Fries, Gloria Bouls, Gladys Brown, William Thomas, Jr.



(From L to R) Gladys Brown, William Kirwan, Marie Davidson, William Spann, Lynnette Overby

## Governor Appoints New Regents and Higher Ed Commission

### UM Board of Regents

**Margaret Alton**, Chairman of Citibank (Maryland), N.S., is a graduate of Connecticut College (Baltimore City); **Richard O. Berndt, Esq.**, Managing Partner of Gallagher, Evelius & Jones. He is a graduate of Villanova University and The University of Maryland School of Law. He also holds a master's degree from The Johns Hopkins University (Baltimore City); **Robert R. Blunt**, Chief Executive Officer of the Essex Construction Corporation. He is a retired Major General, U.S. Army Corps of Engineers. He is a graduate of the U.S. Military Academy at West Point, and holds master's degrees in Civil and Nuclear Engineering from the Massachusetts Institute of Technology (Montgomery County); **Henry R. Lord**, Partner with the law firm of Piper & Marbury. He is a former Deputy Attorney General for the State of Maryland and a graduate of Princeton University and the University of Virginia Law School (Baltimore County); and **George V. McGowan**, Chairman and Chief Executive Officer of The Baltimore Gas & Electric Company and Chairman of the Board and Director of Constellation Holdings, Inc., a wholly-owned subsidiary of BG&E. He is a graduate of The University of Maryland (Anne Arundel County).

Also, **Peter F. O'Malley, Esq.**, Managing Partner of O'Malley, Miles & Harrell. He is a graduate of Mount Saint Mary's College and the Georgetown University Law Center.

From June 1975 to June 1983, he served on the Board of Regents of the University of Maryland, and served as Chairman for three years (Prince George's County); **The Honorable Benjamin L. Brown**, General Counsel and Executive Director of the National Institute of Municipal Law Officers. Judge Brown was Solicitor for the City of Baltimore and is a former Associate Judge of the District Court of Maryland. He is a graduate of The University of Maryland School of Law (Baltimore County); **Charles W. Cole, Jr.**, President and Chief Executive Officer of First National Bank/First Maryland Bancorp. He is a graduate of Washington and Lee University and The University of Maryland School of Law (Baltimore County); **Iona Modley Hogan, Esq.**, Partner in the law firm of Hogan & Hogan. Mrs. Hogan is a graduate of George Washington University and the Georgetown University Law Center (Frederick County); **Ann R. Hull**, member of the Maryland House of Delegates from 1966 to 1978 and former Executive Assistant to Governor Harry Hughes. From August 1983 to June 1988, she served on the Board of Trustees of State Universities and Colleges, holding the position of Vice Chair (Anne Arundel and Prince George's Counties); **Thomas J. Owen**, Chairman and Chief Executive Officer of Perpetual Savings Bank, F.S.B. A graduate of Williams College, he currently serves on the Board of Trustees of George Washington University (Montgomery County); **Constance M. Unseld**, owner and operator of the Unseld School, a private elementary school in Baltimore. Mrs. Unseld received her degree in elementary education from the University of Louisville and holds a master's degree in Early Childhood Education from Towson State University (Baltimore County); **John W.T. Webb, Esq.**, Partner in the law firm of Webb, Burnett, Jackson, Cornbrooks & Wilber. Mr. Webb is a graduate of Williams College and the Harvard Law School (Wicomico County); **Dr. Albert N. Whiting**, Chancellor Emeritus of North Carolina Central University and former Dean of Morgan State College. He is a graduate of Amherst College and Fisk University and received his doctorate from The American University (Howard County); and **George F. Will**, syndicated columnist and contributing editor for *Newsweek* magazine. He is a graduate of Trinity University (Montgomery County). ■

### Maryland Higher Education Commission

**J. Henry Butta**, Chairman, President of The Chesapeake and Potomac Telephone Company of Maryland (Anne Arundel County); **The Honorable J. Glenn Beall, Jr.**, Chairman and Chief Executive Officer of The BGS&G Companies, Inc., an insurance and financial services firm, former U.S. Senator who served as the ranking minority member on the Senate's Education Subcommittee (Allegany County); **Barrie G. Christman**, Chairman, Chief Executive Officer and President of Mellon Bank (Maryland) (Montgomery County); **Benjamin R. Civiletti, Esq.**, Managing Partner of Venable, Baetjer, Howard & Civiletti. (He has resigned from the commission due to possible conflict of interest.) **Frank J. De Francis**, Chairman

of the Board and President of Laurel Racing Association (Howard County); **Willard Hackerman**, President of The Whiting-Turner Contracting Company and other companies (Baltimore County); **Elmer B. Kaelin**, President of The Potomac Edison Company (Washington County); **Quentin R. Lawson**, Executive Director of the National Forum for Black Public Administrators (Baltimore County); **Osborne A. Payne**, President of Broadway-Payne (Baltimore County); **Constance Cornell Stuart**, Special Assistant to the Assistant Secretary for International Affairs, U.S. Department of Energy (Charles County); and **Albert W. Turner**, Co-founder and Senior Partner of Carrollton Enterprises in Beltsville (Prince George's County). ■

## Search Underway for UMCP President

Ads have now appeared in the *New York Times* and *Chronicle for Higher Education* signifying that the nationwide search for a UMCP president has begun.

R. Lee Hornbake, UM Vice President for Academic Affairs Emeritus who chairs the search committee, says that the committee held its first meeting on June 17 and will continue meeting monthly until September when the meeting agenda will be stepped up.

The job description calls for applications and nominations by Oct. 1, 1988, but those arriving after that date may be considered if received before the Search committee's final report is submitted. The appointment will be effective at a mutually convenient date during 1989.

In addition to the ad, letters inviting nominations have been sent to all Association of American Universities (AAU) members, National Assn. of State Universities and Land-Grant Colleges (NASULGC) members, and major black and women's institutions of higher education, says Hornbake.

"We anticipate that we will have a good response almost immediately," says Hornbake, who has participated in about 40 searches for the university, including the searches for former Chancellors Robert Gluckstern (UMCP), Albert Farmer (UMAB), and John Dorsey (UMBC).

The following are members of the search committee: William D. Brad-

ford, Professor, College of Business and Management (UMCP); Rita R. Colwell, Director, Maryland Biotechnology Institute and Professor of Microbiology (UM System); John M. Dennis, Vice President and Dean, School of Medicine (UMAB); George E. Dieter, Jr., Dean and Professor of Engineering (UMCP); Richard T. Farrell, Chairman-Elect of the Campus Senate, Associate Professor, Dept. of History (UMCP); Walter V. Hohenstein, Director of Articulation (UM System); John L. Howarth, Professor and Director of the General Honors Program (UMCP); Catherine M. Kelleher, Professor, School of Public Affairs (UMCP); Sarah Rose-Anne Linde, Undergraduate Student in Biology (Pre-medical) (UMCP); Tobias Linden, President, Graduate Student Association and Graduate Student in Philosophy (UMCP); Chuan Sheng Liu, Professor and Chairman, Dept. of Physics and Astronomy (UMCP); David Miller, President, The University of Maryland Alumni Association-International; Robert W. Ridky, Associate Professor, Dept. of Geology (UMCP); Samuel Schoenbaum, Distinguished Professor, Dept. of English (UMCP); Kathe Munz Shinhart, Associate Comptroller (UMCP); William L. Thomas, Jr., Vice President for Student Affairs (UMCP); and Erytheia A. Wilkes, Assistant Manager of Employee Relations (UMCP). ■

## OUTLOOK

**Outlook** is published weekly during the academic year by the Office of Institutional Advancement for the faculty and staff of The University of Maryland College Park Campus.

**A.H. Edwards**, Vice Chancellor for Institutional Advancement  
**Roz Hiebert**, Director of Public Information & Editor  
**Linda Freeman**, Production Editor  
**Jan Barkley**, **Brian Busek**, **Tom Otwell**, Staff Writers

**Marie Sese**, Design & Coordination  
**Stephen A. Darrou**, Design & Production  
**John T. Consoli**, Design & Production  
**Paul Cofrancesco**, Student Intern  
**Al Danegger**, **Larry Crouse**,  
**Diane Guthrie**, Contributing Photography

Letters to the editor, story suggestions, campus information and calendar items are welcome. Send to Roz Hiebert, Editor **OUTLOOK**, 2101 Turner Building, through campus mail or to The University of Maryland, College Park, MD 20742. Our telephone number is (301) 454-5335.





## Goldstein Named Acting VP for Academic Affairs

Acting President William E. Kirwan will select Irwin L. Goldstein to step into the post of Acting Vice President for Academic Affairs and Provost. Goldstein, UMCP professor and chair of the psychology department, will formally assume the position on August 1.

Goldstein, 50, has been a member of the UMCP faculty for 28 years. He has been professor and chair of the psychology department since 1981, with the exception of 1983-84 when

he held the job of acting dean for graduate studies and research for a year. He has been chair or a member of numerous campus curricula, budget, policy and planning committees and task forces, and also has been a member of the Campus Senate almost every year since 1971.

He holds a bachelor's degree in psychology from City College of New York (1959), and a master's degree (1962) and PhD (1964) from the University of Maryland. ■



OUTLOOK

## Future Directions for College Park

*continued from page 1*

that each president is responsible for the development of a plan of institutional mission, goals, priorities and a set of peer institutions. The presidents will submit these to the Board for approval. We will need to develop a process to involve the campuses in this effort.

—Academic programs: in accordance with the bill, each president shall have the authority to develop academic programs and curtail or eliminate existing programs. Procedures will need to be developed to involve the chancellor and Board to review and take action on these plans after campus review.

—On personnel matters: as the bill specifies, each president should have authority to appoint, promote, fix salaries, grant tenure, assign duties and terminate personnel. Decisions on appointing classified, associate staff and faculty, including tenure appointments, should also take place at the institutional level. A reporting mechanism will need to be set up to notify the System Office of these actions.

—Admission, tuition and fees and financial aid policies will be set by each president, subject to guidelines established by the Board or state and federal laws. We must develop campus procedures and policies to guide these actions.

—Alumni affairs: Each institution is authorized to establish its own alumni organizations and foundations subject to Board policies. The establishment of these units will require considerable planning.

**Q. Are there other steps that you believe would help ensure a smooth transition to the new System?**

**A.** Yes. We will be considering the establishment of the Council of Presidents, as called for in the Bill. This group would provide independent advice to the Board and to the Chancellor and would be composed of presidents of constituent institutions.

**Q. Has planning for next year been held up until the new Board was announced?**

**A.** No. We're already heavily involved in planning for the FY '90 budget, the budget that will be in effect next July 1. The legislation calls for an approximate \$26 million increment for UMCP in FY '90. Unfortunately, this figure will apparently include inflationary and workload increases that are more or less mandated, along with other obligatory increases. So, the disappointing fact is that the \$26 million will be eroded by some required increments, and the actual amount of discretionary enhancement money will be relatively small in comparison to our needs.



However, we will have somewhere between \$12 and \$16 million for genuine enhancement.

**Q. Is that amount sufficient for our needs?**

**A.** No. Even that figure is really inadequate to make a substantial dent in correcting our longstanding deficiencies. For example, we will need to commit somewhere between \$2 and \$3 million to the library just to address basic needs. Replacing the computer system in the library in FY '90 will cost over \$1 million. Also costs in the publishing industry are skyrocketing. We will need \$2 to \$3 million out of the enhancement funding just to keep pace in the library.

We must view next year as just the first step of a program of longterm enhancement for UMCP. However, even with this first step we will see some real progress.

**Q. Are you optimistic concerning future enhancement funding?**

**A.** Yes. The bill says that one of the first agenda items for the Regents is to develop an enhancement plan for our institution. This is something that goes beyond the FY '90 budget. Once we get the details of the FY '90 budget in order, we will turn our full attention to developing this plan, which probably will be in the range of \$60 to \$70 million.

**Q. What are the priorities for use of this funding?**

**A.** Enhancement of faculty salaries and the library are at the top of the list. We must continue to press for a salary structure that matches the nation's best universities. And, we will not realize our aspirations as an institution unless we are able to build a really first-rate research library. In current year dollars, this will require something like an additional \$10 million to the library's present budget.

We are about to install a modern up-to-date telecommunication system. We will have the campus wired with fiber optic cable and in order to take

advantage of this system, we will have to make a major investment in workstations for faculty and staff. That is another high priority.

We are terribly deficient in support staff. As part of our enhancement plan, we will include many positions for clerical and technical staff. We need to remove some of the clerical burden from the faculty and researchers so they can devote full-time to their teaching and scholarly pursuits.

Another high priority will be to improve the operating budgets of academic units. In most cases, they are pitifully small. There's not enough travel money for faculty or for equipment. And as we increase the number of computers, we will have to have money to maintain them. So we need a major infusion of operating funds into the academic departments.

Finally, we need to be able to fund some initiatives in important programmatic areas. We've talked about this before. We must maintain and enhance our present excellent programs and we must take advantage of opportunities in the life sciences, certain professional schools, the arts, policy studies, foreign languages, and programs in the humanities.

**Q. What about totally new initiatives?**

**A.** Opportunities come along on a regular basis for establishing new centers, and we need funds for such projects. But we must be very selective. There's somewhat of a balancing act here. On the one hand, we have to recognize that to be a great university we have to be on the leading edge of important areas of activity. On the other hand, we can't do everything. But, we do need a base of money to provide strong groups with support to take advantage of unusual opportunities.

**Q. Can you identify one such initiative?**

**A.** There is a new NSF program that calls for establishing new centers in the physical sciences, somewhat like the program that created our very successful Systems Research Center in engineering. We are a finalist for a Center in Chaos, an exciting new field that involves both mathematics and physics.

**Q. What would you consider a major problem for this institution?**

**A.** Space is certainly one problem. The improvement of our facilities is at the top of the list of needs on this campus, both in terms of new facilities because we don't have an adequate number of square feet of space, but also, in the quality of our space. We have too many buildings that are thirty or forty years old and have never undergone any major

renovation. Upgrading our facilities is a necessity if this institution is going to enter the ranks of the very best universities.

**Q. How can this renovation be financed?**

**A.** Fortunately, over the past several years, we have been building a very significant facilities renewal budget. In FY '90 our facilities renewal fund will be up to about \$8 million. Our goal is \$12 million. Already we see a number of projects on campus that reflect this funding—for instance, this summer we are renovating the Recital Hall in Tawes and within the coming year Skinner will undergo a major renovation.

**Q. You've discussed short-term plans. If you look ahead ten years, what kind of institution do you see?**

**A.** I envision a university that is a magnet for the very best students coming out of Maryland's high schools, that attracts outstanding graduate students nationally, that has two dozen or more programs ranked among the very best within their respective areas in the nation. I see a university that is in many ways the nation's university in that it is the place the federal government turns to for advice in important areas. I envision a university that is responsive to the needs of the State of Maryland and is looked to by the citizens of the state with a great sense of pride. I see an institution that combines the positive features of best public institutions such as Berkeley, Michigan and Illinois and is thought of both at the undergraduate and graduate research level as being a place of exceptional quality.

**Q. You seem very optimistic.**

**A.** We have reason to feel very optimistic. Of course, much depends on whether or not the state comes through with the increased funding called for in the bill. I don't mean just the FY '90 money, but the longer range enhancement of the College Park campus. If they do, I believe our success is guaranteed.

**Q. What if they don't?**

**A.** Well, this institution has been making excellent progress over the past decade. Even if the money falls short of what we think we really need, I am certain we will continue to make good progress. If the state comes through with an infusion of enhancement money, it will occur in a relatively short period of time. If the enhancement is at a slower rate, it will just take a little longer. But I firmly believe the ultimate position of this institution among the nation's top public universities is inevitable. ■



## Alumni Association To Be Created at UMCP

Plans for establishing a campus alumni association at UMCP are being devised in response to a recent action by the System-wide Alumni Association-International. The council of the Alumni Association-International passed a resolution in June to establish a federation of alumni associations within the University of Maryland System. In the next year each institution in the System will be encouraged to create its own alumni

council and association. Leonard Raley, UMCP director of Alumni Programs, is optimistic that the campus will benefit from the new structure. "This will enable us to empower College Park alumni to work on behalf of their alma mater," he says. "An alumni association is an important organization for a university. It is the top volunteer advocacy group for an institution and is made up of people who provide invaluable advice and

guidance to their university." An active campus alumni association would be a valuable tool for legislative relations, fund-raising, student recruitment, support for academic programs and job placement, Raley says. A transition committee is being formed to recommend a structure and policies for the planned campus alumni association, he says.

# Campus Begins \$3 Million Facelift

**I**n an effort to give UMCP a prettier face, nearly \$3 million will be spent over the next four years to renovate and refurbish outdoor spaces at a number of locations around the campus.

This summer campus plans call for the renovation of Tawes Plaza, continuing a major rehabilitation of the main campus mall, laying the groundwork for reconstruction of the Hornbake Library Mall and reshaping the North Drill Fields.

"There is a desire within the campus community to have a better looking campus. There has been tremendous support for these projects," says Dennis Nola, manager of grounds development.

Each plan is designed to create additional attractive spaces for the campus community to use and enjoy, Nola says.

A goal of the project is to create more places where people can relax and study outdoors as well as to develop more gathering places for such activities as informal artistic performances and eating. The students, staff and faculty members who work or live in the affected areas have been actively involved in planning the changes by serving on advisory committees organized by Physical Plant.

"The people who live and work in the buildings (affected) know more about them than we as planners could ever learn in a short period of time. They know what their needs are, and their involvement is crucial to these projects," Nola says.

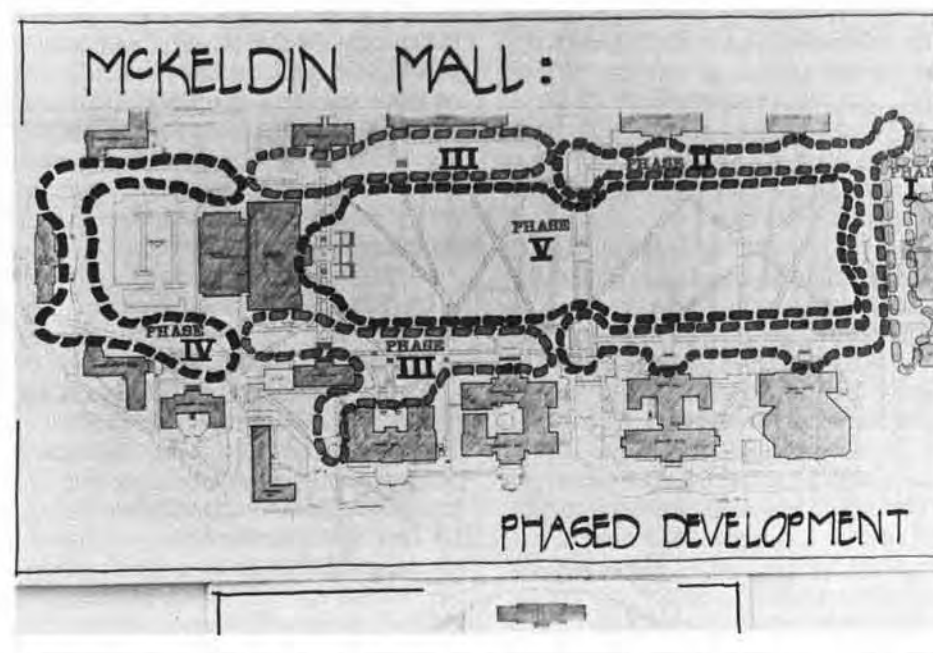
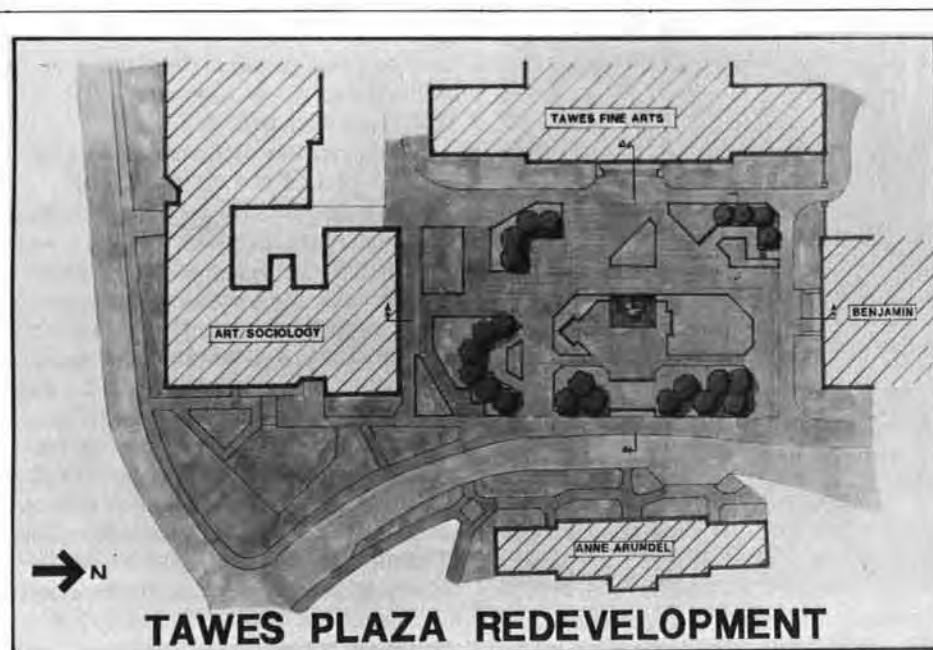
### Tawes Plaza—Fountain, Shade Trees and a Place to Perform

The most visible project this summer has been the work on Tawes Plaza. Shortly after commencement, construction crews tore out the lawns and sidewalks in the area which acts as a courtyard for the Tawes Fine Arts, the Benjamin and the Art-Sociology buildings. The work, estimated at \$250,000, should be completed by the beginning of September.

The area, formerly a large, open patch of lawn crisscrossed by a disjointed pattern of sidewalks, was a little used space, Nola says. The new plaza will have more orderly walkways and will encourage people to sit down and use more comfortable "people" spaces created within the area.

Seating areas with shade trees will be located in several sections, and near the Benjamin Building lunch time seating and an area where food can be served are expected to draw more people to the area.

The focal point or centerpiece of the plaza will be a water fountain. Pools or fountains are also planned for other campus renovations since



water is an amenity that creates a refreshing and soothing affect on an outdoor environment, Nola says.

While the major Tawes Plaza renovation is expected to be completed this summer, planners would like to continue beautifying the area.

As part of this plan, they are developing a proposal to close Campus Drive between the Benjamin Building and Preinkert Hall as a way to tie the Tawes Plaza together with the courtyard of Anne Arundel Hall. Such a move would force Campus Drive traffic to be rerouted to the northeast side of Tawes. In addition, they would like to create a staging area for outdoor performances in the sculpture garden near the Art-Sociology Building.

These plans will be formally proposed to the campus finance committee later this year.

### Reshaping the Main Mall

The largest project underway this summer is the five-year renovation of the campus mall. Now in its second year, the \$1.3 million project will

polish and reshape the most prominent open space on the College Park Campus.

This summer, renovation work is concentrated on the lower end of the mall near the Main Administration Building. Workers will repair sidewalks and widen main walks on either side of the mall, enlarging them by one to two feet. The drainage system will be cleaned and repaired, additional trees will be planted and improvements will be made in the lighting system.

"A good portion of what we do this summer will not be seen," Nola says.

Improvements completed last summer went largely unseen. Repairs were made to gas lines and sewers along with restructuring of the curb and gutter and parking lots near the Main Administration Building.

Next summer, the more noticeable and dramatic changes will begin, Nola says.

The area surrounding the sun dial in the center of the mall will be enlarged. Electrical power will be in-

stalled there to create a convenient staging area for special events. The two courtyard areas on either side of the mall will contain added seating.

Water will be added to the lower part of the mall in the form of fountains or a reflecting pool. The walkways currently crossing the mall will be re-routed in more systematic fashion. The upper part of the mall will receive new plantings of trees along the main walkway on either side of the mall—an eventual goal is to create a grand, tree-lined walkway from the Main Administration Building to Tawes.

Despite these additions and renovations, the mall will remain an area open to freewheeling types of play such as frisbee games.

"We want to encourage that type of activity—that's what a mall is for," Nola says.

Renovation will continue on the mall during each of the next three summers, Nola says. In each phase of the project, work will begin after commencement and should be completed by the time classes start in the fall.

### Hornbake Library Plaza—Creating More "People" Space

Workers will patch loose blocks of concrete on the Hornbake Library mall this summer as a stopgap measure before the main part of a \$1.1 million renovation begins next summer.

"We're concentrating on the areas that present the greatest safety problems right now. It's going to look like a bunch of patches this year, but next summer we'll go back to that location and get going on what I think has the potential to be the most attractive closed space on the campus," Nola says.

The plaza will be entirely resurfaced with interlocking concrete blocks designed to prevent the problems with breakage that have occurred on the current surface. Seating and plants will be added, along with a water fountain.

"It's not much of a people space right now," Nola says, "but it will be after next year."

### North Drill Fields—Better Space for Team Sports

The North Drill Fields are being shaped into softball diamonds this summer. Workers are leveling the surface and landscaping four diamonds complete with benches, fences and backstops in the grassy area off Route 1. The project also includes the installation of better drainage and irrigation systems to keep the new fields in shape.

The work will cost \$300,000 and will be completed by early September, Nola says. ■